

## Executive Summary: Overview & Strategic Objectives

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### Strategic Planning Overview

Waukesha County has successfully used strategic planning tools for well over a decade. County Departments hold stakeholder focus groups, conduct environmental scans, and work with departmental strategic planning coordinators to perform major updates to their plans on a three-year basis and provide annual updates as needed.

Through strategic planning, the County has established links between our Standards of Service Excellence, business functions, and measurable program outcomes across all departments which results in an atmosphere of continuous improvement and better service delivery.

To help guide our strategic planning process and identify priorities, the County established a cross-departmental Strategic Planning Executive Committee which holds meetings and trainings with planning coordinators and has worked with outside consultants to provide expert guidance to ensure that each new generation of our strategic plan is better than the last.

### Strategic Objectives at a Glance:

- **[Objective 1](#)** Expand access to exceptional services that meet the needs of the consumer through implementation of 10 initiatives related to the opioid epidemic and pandemic recovery by 2025.
- **[Objective 2](#)** Update operating standards to strengthen the response to 4 critical community issues by 2025.
- **[Objective 3](#)** Prioritize a culture that attracts, retains, and engages superior staff by reducing regrettable turnover by 2025.
- **[Objective 4](#)** Maximize resources to provide a comprehensive array of innovative and effective services by implementing a centralized Data Governance Oversight team and Quality Assurance (QA) structure by 2025.

**County Pillar: Customer Service**

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**Objective 1:** Expand access to exceptional services that meet the needs of the consumer through implementation of 10 initiatives related to the opioid epidemic and pandemic recovery by 2025.

**Owner:** HHS Executive Team

**Performance Measure:** Achieve a customer service score of 4.65 or higher annually.

**Strategy:**

- Develop and implement programming that supports recovery from the pandemic.
- Respond to the opioid epidemic through prevention, harm reduction, and intervention strategies.
- Implement a comprehensive process in partnership with the Medical Examiner’s office to gather and analyze information/data related to overdose fatalities throughout the county in order to inform systems level change.

Strategy	Strategy Details	Owner	Timeframe
Develop and implement programming that supports recovery from the pandemic.	<ul style="list-style-type: none"> <li>• Expand community- based partnerships to ensure access to a broader array of mental health services.</li> <li>• Enhance services for youth through youth justice and foster care infrastructure for youth with complex needs.</li> <li>• Digitalize paper forms to expand access to remote services.</li> <li>• Guide the “unwinding” process for economic support.</li> <li>• Oversee community recovery from the pandemic.</li> </ul>	HHS Exec Team	2023-2025
Respond to the opioid epidemic through prevention, harm reduction, and intervention strategies.	<ul style="list-style-type: none"> <li>• Enhance the work of the Heroin Taskforce in alignment with the Community Health Improvement Plan goal of abating substance misuse / overdose.</li> <li>• Expand sustainable programming to reduce legal system involvement for opioid use.</li> <li>• Increase awareness of the dangers of fentanyl through leveraging of partnerships, data, and a media campaign.</li> </ul>	HHS Exec Team	2023-2025
Implement a comprehensive process alongside the Medical Examiner’s office to gather and analyze data related to overdose fatalities throughout the county in order to inform systems level change.	<ul style="list-style-type: none"> <li>• Utilize a Public Health social worker to data mine all overdose fatality files, developing a trend analysis of overdose deaths in the county for the past 5 years.</li> <li>• Develop process for implementing Next of Kin interviews on all overdose fatalities in the county, enhancing data obtained for overdose trend analysis through grief support outreach.</li> <li>• Update all policies/procedures/MOU’s related to multi-disciplinary Overdose Fatality Review’s and begin conducting bi-monthly reviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Public Health</li> <li>• Medical Examiner’s Office</li> </ul>	2023-2025

**Learn More:**

- Link 1 – [Fentanyl Fact Sheet](#)

**County Pillar: Quality & Health and Safety**

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**Objective 2:** Update operating standards to strengthen the response to 4 critical community issues by 2025.

**Owner:** HHS Exec Team

**Performance Measure:** Achieve 100% implementation of 4 key improvement processes: Community Health Improvement Plan (CHIP), Emergency Preparedness, Critical Incident Stress Management (CISM), and Collaborative Safety.

**Strategy:**

- Establish department role as community strategist.
- Prioritize safety and preparedness to ensure the department is responsive to emergency needs.

Strategy	Strategy Details	Owner	Timeframe
Establish department role as community strategist.	<ul style="list-style-type: none"> <li>• Implement a comprehensive CHIP that is focused on substance use, mental health, and healthy aging.</li> <li>• Build CISM network and services across the community.</li> <li>• Provide leadership in the use of the Collaborative Safety model to impact systems changes.</li> </ul>	<ul style="list-style-type: none"> <li>• CHIP Steering Committee</li> <li>• Psychological Services Coordinator</li> <li>• Quality Assurance Team</li> </ul>	2023-2025
Prioritize safety and preparedness to ensure the department is responsive to emergency needs.	<ul style="list-style-type: none"> <li>• Develop an organizational structure that creates ownership and depth for Emergency Preparedness responsibilities throughout HHS.</li> <li>• Enhance departmental and divisional emergency preparedness plans and conduct drills and exercises.</li> <li>• Facilitate appropriate training at all levels of responsibility.</li> </ul>	Emergency Preparedness Leadership Committee	2023-2025

**Learn More:**

- Link 1 – [Collaborative Safety Scope of Work](#)

**County Pillar: Team**

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**Objective 3:** Prioritize a culture that attracts, retains, and engages superior staff by reducing regrettable turnover by 2025.

**Owner:** HHS Leadership and Admin/Supervisor Teams

**Performance Measure:** Attain a rate of 5% or less regrettable turnover annually.

**Strategy:**

- Build our image as a marketable employer.
- Develop a more uniform structure for recruitment and on-boarding throughout the department.
- Increase engagement through creating opportunities for department-wide cohesion.
- Provide relevant development opportunities that empower employees to discover their potential.
- Expand academic partnerships to support workforce development and program delivery.

Strategy	Strategy Details	Owner	Timeframe
Build our image as a marketable employer.	<ul style="list-style-type: none"> <li>• Utilize employees as ambassadors of our brand.</li> <li>• Share HHS successes and services.</li> </ul>	HHS PIO Team	2023-2025
Develop a more uniform structure for recruitment and on-boarding throughout the department.	<ul style="list-style-type: none"> <li>• Enhance job posting practices.</li> <li>• Create consistency in recruitment processes.</li> </ul>	HHS Program and Project Analyst	2023
Increase engagement through creating opportunities for department-wide cohesion.	<ul style="list-style-type: none"> <li>• Develop a structure for a division/ program area point person.</li> <li>• Enhance a culture that promotes diversity, equity, and inclusion, and is trauma informed.</li> </ul>	<ul style="list-style-type: none"> <li>• Exec Team</li> <li>• EAG Team</li> <li>• TIC Team</li> </ul>	2023-2025
Provide relevant professional/career development opportunities that empower employees to discover their potential.	<ul style="list-style-type: none"> <li>• Provide opportunities for development of technical and soft skills.</li> <li>• Support individualized professional development plans for each employee.</li> </ul>	HHS Leadership Team	2023-2025
Expand academic partnerships to support workforce development and program delivery.	<ul style="list-style-type: none"> <li>• Create a student-friendly environment.</li> <li>• Build capacity for university engagement opportunities.</li> </ul>	HHS Exec Team	2023-2025

**Learn More:**

- Link 1 – [TIC Scope of Work](#)
- Link 2 – [Regrettable Turnover Data](#)

**County Pillar: Finance**

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**Objective 4:** Maximize resources to provide a comprehensive array of innovative and effective services by implementing a centralized Data Governance Oversight team and Quality Assurance (QA) structure by 2025.

**Owner:** HHS Exec Team

**Performance Measure:** Achieve 100% implementation of a Data Governance Oversight team and a centralized Quality Assurance structure.

**Strategy:**

- Leverage technology to increase efficiencies, improve customer service and communication.
- Improve data driven decision making through use of data analytics.
- Integrate best practice standards into corporate compliance and quality assurance activities.

Strategy	Strategy Details	Owner	Timeframe
Leverage technology to increase efficiencies, improve customer service and communication.	<ul style="list-style-type: none"> <li>• Streamline processes to generate efficiencies.</li> <li>• Update software to improve processes.</li> <li>• Provide customers with efficient methods to submit and retrieve data.</li> </ul>	IT-BAS	2023
Improve data driven decision making through use of data analytics.	<ul style="list-style-type: none"> <li>• Educate workforce on data driven decision making.</li> <li>• Create policies and procedures to support data analytics and governance.</li> <li>• Identify technology to support data analytics and governance.</li> </ul>	<ul style="list-style-type: none"> <li>• HHS Exec Team</li> <li>• IT-BAS</li> </ul>	2023-2024
Integrate best practice standards into corporate compliance and quality assurance activities.	<ul style="list-style-type: none"> <li>• Centralize department QA process.</li> <li>• Enhance a culture of safety through a quality improvement process.</li> </ul>	HHS Corporate Compliance	2023-2024